

**FY08 STRATEGIC PLAN  
FOR IMPLEMENTATION OF FIRE,  
RESCUE, EMS, AND COMMUNITY  
RISK REDUCTION MASTER PLAN  
PRIORITIES**

**AUGUST 2007**



# FY08 MCFRS STRATEGIC PLAN

## INTRODUCTION

This FY08 Strategic Plan addresses implementation of the Montgomery County Fire and Rescue Service's (MCFRS) highest priorities as recommended in the *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan* that require initiation, continuation (from FY06-07 Strategic Plan), or full implementation during FY08. These priorities focus on apparatus, equipment, and staffing needs; apparatus and facility maintenance; urgently needed facilities; recruitment and workforce diversity; firefighter wellness and safety; fire risk reduction concerning seniors; planning initiatives; water supply enhancements; annual accreditation maintenance; and improvement of the County's fire protection rating issued by the Insurance Services Office (ISO).

An overview of MCFRS' FY08 priorities is provided in Section I, and Section II further describes these priorities and addresses their implementation. While full implementation of certain of these priorities must occur during FY08 to meet external and internal customers' needs, most priorities will take longer to implement but must be initiated during FY08. Some priorities in this Strategic Plan are carry-over priorities from the previous Strategic Plan because they were not fully completed or not yet initiated due to scope and/or insufficient funding.

Master Plan priorities address the County's most urgent fire, rescue, and EMS needs. New priorities in the FY08 Strategic Plan address recruitment and workforce diversity, fire risk reduction for seniors, and departmental accreditation maintenance. Carryover priorities from the previous strategic plan include: timely apparatus replacement and maintenance; achieving four-person staffing on suppression apparatus; Station 18 relocation; deployment of new or additional services in key locations; planning for future stations and resources; implementation of battalion-based resources; improvement of the County's ISO rating; implementation of firefighter wellness-safety enhancements; and implementation of recommendations from water supply, aerial unit, and rescue squad studies.

Priorities are interrelated and fall into a natural progression based on immediate needs. In addressing these priorities, the MCFRS will address recruitment needs, facility and resource needs, improved capability to meet response time goals and the provisions of NFPA Standard 1710, improved functionality and reliability of the apparatus fleet, and improved capability to deliver efficient and effective emergency services. In addition to improved service delivery, implementation of these priority recommendations will assist the MCFRS in achieving healthier and safer firefighters, a reduction in the level of fire risk, maintaining departmental accreditation status, and improved ISO ratings.

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### SECTION I

#### OVERVIEW OF FY08 PRIORITIES

##### **Priority 1. Implementation of *Apparatus Management Plan*, including the following Facility and Resource Requirements:**

- Purchase of 37 CAFS-equipped pumpers
- Purchase of specialty units (e.g., hazardous materials units)
- Purchase of other apparatus
- MCFRS maintenance facilities - near-term and long-term
- Maintenance staffing and training needs
- Parts inventory
- Other fleet maintenance needs
- Fuel management system
- Class A and Class B foam capability

Priority's Importance: The importance of addressing these priority items from the *Apparatus Management Plan* is paramount to MCFRS having the physical capability to deliver emergency services through efficiently-operating, capable, and dependable apparatus and equipment. Minus these enhancements, the MCFRS fleet will continue to experience frequent apparatus breakdowns, and the MCFRS will lack the ability to operate at maximum effectiveness and efficiency during emergency response and tactical operations.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 pertaining to adequate apparatus, equipment, facilities, and personnel to effectively and efficiently deliver emergency services.

##### **Priority 2. Implement Phase 2 of Four-Person Staffing Plan**

During FY08, MCFRS will implement Phase 2 of the multi-phase plan<sup>1</sup> to achieve four-person staffing on engines, aerial units, and rescue squads throughout the County. Phase 2 will continue the implementation of four-person staffing on eight additional units (i.e., 8 designated engines), funded partially by federal SAFER Act grant moneys.

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<sup>1</sup> Phase 1, completed in the fourth quarter of FY07, provided a fourth person on eight designated units (i.e., Engines 81, 141, 171, 231, 281, 291, 311, and Aerial Tower 8). The fourth person on each of these units is a firefighter-paramedic; therefore these units double as ALS first-responder apparatus.

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Priority's Importance: Increasing minimum staffing on engines, aerial units, and rescue squads from three to four personnel is vitally important in improving the effectiveness and efficiency of these units and in improving firefighter safety. This second phase addresses many of the department's busier engines, where 4-person staffing will have its greatest impact.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 pertaining to adequate personnel, apparatus, equipment, and facilities to effectively and efficiently deliver emergency services.

### **Priority 3. Relocation of Station 18**

Relocation of Station 18 in relation to the State Highway Administration's time line for constructing a grade separation at the Georgia Avenue/Randolph Road intersection

Priority's Importance: In relation to the eventual need to move this station due to the planned highway project, it is imperative that Station 18 be relocated to a site that will allow its resources to best serve the community. To achieve this objective, the new station will need to be in close proximity to the existing station, as that location has been ideal from a service delivery standpoint for over 50 years. Timing of the station relocation is dependent upon State funding of the construction phase of the highway project. Plans must be developed to establish an interim station within the Glenmont area to address the period between demolition of the existing station and completion of the new station if such a scenario were to occur.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (pertaining to adequate facilities, apparatus, equipment, and personnel to effectively and efficiently deliver emergency services) and Goal #12 (addressing the process of establishing and implementing CIP projects on a timely basis).

### **Priority 4. Planning, Design, and Construction of Approved Up-county Stations:**

- Germantown West station – Projected completion: FY09
- Germantown East station – Projected completion: FY09
- Travilah station – Projected completion: FY10-11
- Clarksburg (permanent) station – Projected completion: FY10-11

Priority's Importance: The importance of these four stations opening over the next four fiscal years cannot be overstated. These stations will help the MCFRS meet the service demand created by intense growth in the up-county. Over the past 27 years, the County has added only one additional station (i.e., interim Station 35 in

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Clarksburg), leading to significant deficiencies in MCFRS' ability to provide timely fire-rescue service within the up-county, particularly the Germantown, Clarksburg, and Travilah-Traville areas. The new stations and associated apparatus and staffing will assist the MCFRS in meeting response time goals identified in the *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*. The apparatus at these stations will allow a higher percentage of residents to be reached within time frames addressed in these goals.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (pertaining to adequate facilities, apparatus, equipment, and personnel to effectively and efficiently deliver emergency services) and Goal #12 (addressing the process of establishing and implementing CIP projects on a timely basis).

### **Priority 5. Recruitment and Diversity Plan**

MCFRS must develop a comprehensive plan for the recruitment of career and volunteer personnel that meets short- and long-term staffing needs of the department and ensures that the workforce reflects the diversity present within the county's current and future population.

Priority's Importance: In addition to recruiting new personnel to address attrition within the career work force, new recruits will also be required for the department to have sufficient personnel to implement the four-person staffing plan. A deliberate effort to attract female and minority recruits will help the department meet its goal and the County's goal of having a work force representative of the diversity found within the County's overall population.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #5 (pertaining to recruitment and retention of career and volunteer personnel) and Goal #6 (addressing diversity in the workforce).

### **Priority 6. Fire Risk Reduction Program for Seniors**

The MCFRS, in conjunction with the County Government (i.e., Executive and Legislative branches), must identify and implement measures to minimize fire risk involving the County's senior population and to reduce the alarming number of fire-related casualties (i.e., fatalities and injuries) involving senior citizens.

Priority's Importance: During the past ten calendar years, 24 senior citizens (defined as age 65 and over) died in fires in Montgomery County; 43% of 58 fire fatalities of all ages. Between CY04 and CY06, twelve senior citizens died in fires, 75% of the sixteen fatalities of all ages during that three-year period. These statistics are astounding in view of the fact that senior citizens comprised a high of 10.8% of the county's population

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between 1997 and 2006. Due to the alarming trend of fire deaths and injuries involving seniors, the Senior Citizen Fire Safety Task Force was established in 2006 by the County Executive and County Fire Chief and was charged with identifying strategies for minimizing fire risk to senior citizens and reducing the alarming number of fire fatalities and injuries involving seniors. As prescribed by Executive Order 103-06, the Senior Citizen Fire Safety Task Force is charged with completing its work and submitting a final report to the County Executive by May 2008. [Note: A first-year report (i.e., preliminary report) was completed in May 2007.]

**It is of the utmost importance that the County and MCFRS find ways to reduce fire risk involving senior citizens** because the number of seniors is projected to increase from approximately 102,000 (10.8% of county-wide population) in 2005 to 114,330 (11.6%) by 2010, to 152,650 (14.4%) by 2020, and to 187,790 (16.5%) by 2030. Between 2005 and 2030, the senior population is expected to almost double in size (i.e., increase by 85%) compared to an overall population growth of about 20% (i.e., all ages combined). Absent a significant reduction in fire risk, the upward trend of senior fire casualties will continue or worsen -- an unacceptable situation from the perspectives of MCFRS, County Government, and County residents.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #2 (pertaining to community outreach) and Goal #13 (addressing development and implementation of risk reduction programs aimed at specific populations).

### **Priority 7. Accreditation and ISO Rating Improvement**

Service improvement and the achievement of reduced property insurance premiums through departmental accreditation and improvement of the County's Insurance Services Office (ISO) Public Protection Classification rating

Maintaining departmental accreditation status (achieved in FY07) will involve satisfying annual requirements set forth by the CFAI, including submission of a report describing progress toward addressing the areas of needed improvement as detailed by the CFAI Peer Assessment Team (PAT) in their "Accreditation Report" dated April 27, 2007.

The effort to achieve an improved ISO rating requires a major commitment from MCFRS to meet established standards set forth by ISO. With improvement to ISO ratings, property owners, in general, will benefit from reduced property insurance premiums as well as reductions in property losses due to fire.

Priority's Importance: Maintaining departmental accreditation<sup>2</sup> and achieving reduced ISO ratings for the County will, in combination, improve service delivery, increase

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<sup>2</sup> MCFRS earned accreditation status from the Commission on Fire Accreditation International in June 2007, although the formal award of accreditation occurred in August 2007.

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effectiveness and efficiency throughout MCFRS, and should reduce property damage from fire and could lead to reduced property insurance premiums for many property owners within the county.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (pertaining to adequate apparatus, equipment, personnel, and facilities to effectively and efficiently deliver emergency services) and Goal #9 (establishing an organization-wide program of evaluation to determine how well MCFRS goals and objectives are being met and to also measure the department's performance and progress).

### **Priority 8. New Services/Units**

Establish ambulance service at Station 15 for as much of the day as possible using available volunteers and career personnel, and establish an EMS "flex unit" in the Silver Spring area. These units will help in addressing increased service demand, meeting response time goals, and relieving existing EMS units that have exceeded the Master Plan-recommended threshold level of 2500 calls/unit per year.

Priority's Importance: Considering the heavy and growing demand for EMS services in the County, the MCFRS' inability to meet most of the County's EMS response time goals, and the number of EMS units exceeding the threshold level of 2500 responses per year, it is extremely important that additional EMS units be deployed in these strategic locations.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 pertaining to adequate apparatus, equipment, personnel, and facilities to effectively and efficiently deliver emergency services.

### **Priority 9. Add Shady Grove and East County Stations to CIP**

MCFRS must advocate for the inclusion within the FY09-14 CIP a 6 bay fire-rescue station within the Shady Grove area, at or in the vicinity of Shady Grove Road and Route 355, and a 4-bay station within the East County in the vicinity of Columbia Pike (U.S. 29) and Tech Road. The Shady Grove station should have expanded quarters, office space, and bay space to accommodate firefighters, Duty Operations Chief, EMS Supervisor (position proposed in the Master Plan), Fire & Explosive Investigations Section personnel, Bomb Squad personnel, drivers of specialty units, and the following apparatus: suppression apparatus, EMS unit(s), ready-reserve apparatus, and specialty units including several or all of the following: Bomb Squad vehicles, up-county hazmat unit, MCFRS Command Post unit, air unit, decontamination unit(s), ambulance bus, mass casualty support unit.

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MCFRS must also advocate for the inclusion within the FY09-14 CIP of a 4-bay station within the East County in the vicinity of Columbia Pike (U.S. 29) and Tech Road. The station would serve the growing area between Burtonsville and White Oak. The “East County” station should accommodate up to 20 personnel as well as a frontline engine, one or more frontline EMS units, and reserve and/or ready-reserve apparatus.

Priority’s Importance: Adding the Shady Grove station to the FY09-14 CIP would allow this strategically-important facility to open within the next 4-6 years. The personnel and apparatus to be assigned to this station will serve not only the immediate Shady Grove area with standard fire-rescue services but, due to its central location and access to major north-south and east-west highways, will also serve the entire County with specialized services of a disaster response and homeland security nature. Without this facility, six-minute response time for first-due EMS and fire suppression services cannot be achieved within the Shady Grove-King farm area, and specialty units that serve the entire County would continue to be housed (out of necessity) at non-centralized locations, adversely impacting their response times throughout much of the County.

Adding the “East County” station to the FY09-14 CIP would allow this key facility to open within the next 4-6 years. Absent this station, six-minute response time for first-due EMS and fire suppression services cannot be achieved within much of the growing Calverton area, including the large Riderwood Village community for seniors. If this project receives funding quickly, the possibility exists for the station to be included in the design of the new Washington Adventist Hospital (WAH) that has been proposed for a WAH-owned site on Plum Orchard Drive. If this were to occur, the station would be co-located with the hospital on the WAH property.

### **Priority 10. Phases 4 and 6 of the Station Location and Resource Allocation Study:**

- Phase 4 addresses the northeast quadrant of the County, including the Route 27, 124, and 108 corridors.
- Phase 6 addresses the western area of the County, west of Stations 9, 22 (i.e., Germantown West station), 30, 31, 33, and 35.

Priority’s Importance: Completing phases 4 and 6 as quickly as possible is of great importance, enabling fire-rescue needs of these study areas to be identified and documented. The ensuing reports will also recommend the need for new or relocated facilities, apparatus, and equipment; need for additional staffing; and the siting and deployment of future facilities and resources. These studies and associated reports will serve to justify MCFRS requests for new CIP projects and resources, as well.



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MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #11 pertaining to comprehensive planning to identify future resource and programmatic needs of the MCFRS and its external customers.

### **Priority 11 Enhance Wellness-Fitness and Training programs**

- Implement the Wellness-Fitness Initiative negotiated with IAFF Local 1664.
- Implement the Command Competencies Development and Evaluation Program.

Priority's Importance: Implementation of this priority enhancement will greatly improve the overall well-being of both career and volunteer firefighter-rescuers. By implementing these enhancements, MCFRS will better position itself to improve the well-being of its most important asset – its personnel. Absent these enhancements, substantial deficiencies will continue to exist in the department's ability to ensure the well-being of its firefighter-rescuers as they perform their strenuous, dangerous duties.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #7 pertaining to strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.

### **Priority 12. Facility Maintenance**

During FY08, MCFRS must continue the facility maintenance program initiated in FY07. Funding in the amount of \$410,000 had been appropriated by the County Council in FY07 to fund station maintenance, and the same amount has been appropriated for the program for FY08. The program targets fire code issues and safety-related concerns within fire-rescue stations that were found as a result of independent inspections conducted by the Fire Code Enforcement Section and the MCFRS Safety Office. FY08 funding will make possible continued repair, upgrading, or replacement of systems and equipment that no longer function properly or have become obsolete and/or pose safety hazards. While FY07 facility maintenance funding has had positive impact on facility maintenance, and FY08 funding will lead to additional improvements, the list of code /safety issues is long. Funding will be needed annually to address existing code/safety issues as well as new issues that arise over time.

Priority's Importance: This recommendation is important to ensuring that MCFRS work sites are code-compliant, safe, and functional. This, in turn, ensures the safety and well-being of MCFRS personnel and others working in or visiting these work sites.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (pertaining to adequate facilities, apparatus, equipment, and personnel to effectively and efficiently deliver emergency services) and

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Goal #7 (addressing the implementation of risk reduction strategies to improve occupational safety).

### **Priority 13. Implementation of 2000 Water Supply Study Recommendations and Class A and Class B Foam Strategies:**

- Retrofit non-sprinklered residential high-rises
- Replace frontline pumpers with CAFS-equipped pumpers
- Deploy a Class B foam response capability (i.e., foam attack units and frontline engines carrying Class B foam concentrate) with combined inventory of at least 2000 gallons, and related turrets, proportioners, eductors, nozzles, etc.
- Standardize hose appliances on all engines, engine-tankers, and quints
- Achieve full complement of equipment on all reserve apparatus
- Continue establishing ISO-certified drafting points
- Expand installation and use of dry hydrants
- Implement tactical use of dry vertical standpipes along limited-access highways (assuming these standpipes are eventually installed along State highways by the State Highway Administration)
- Coordinate maintenance of standpipe connections through highway sound barriers

Priority's Importance: Implementing the remaining enhancements recommended in the 2000 Water Supply Study will greatly improve the MCFRS' capabilities to suppress fires in areas lacking fire hydrants, along limited-access highways, in residential high-rises, and in other types of occupancies throughout the County. The result will be faster fire extinguishment, reduced property damage, and, undoubtedly, less fire fatalities and injuries.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 (pertaining to adequate facilities, apparatus, equipment, and personnel to effectively and efficiently deliver emergency services) and Goal #12 (addressing the process of establishing and implementing CIP projects on a timely basis).

### **Priority 14. Implementation of Recommendations from the 2001 Aerial Unit Study and 2004 Rescue Squad Study, as Approved by the FRC:**

- Achieve an aerial unit fleet having a 2 to 1 ratio of tower ladders to tractor-drawn
- Implement the six heavy rescue squad deployment strategy, with Rescue Squads 3, 15, 17, 18 (or 19), 28 (or 29), and 291 serving as the six heavy rescue squads
- Establish extrication-capable unit at Station 40<sup>3</sup>

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<sup>3</sup> Other extrication-capable units recommended in the Rescue Squad Study are presently in service (some as second line units), including Trucks 2, 10, 12 and 31 and Rescue Engines 92, 132, and 143.

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- Implement new training requirements for personnel comprising minimum staffing on rescue squads

Priority's Importance: Implementing the deployment and training strategies recommended in these studies will provide timely aerial unit service to populated areas of the County currently lacking this level of service, and will result in a more efficient manner in which to provide extrication and heavy rescue services throughout the County.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 pertaining to adequate apparatus, equipment, personnel, and facilities to effectively and efficiently deliver emergency services.

### **Priority 15. Battalion-Based Resources**

MCFRS should initiate the process of establishing battalion-based resources to improve effectiveness and efficiency of its operations/services through strategic deployment of specialized staff and apparatus, improved supervision, and increased quality assurance oversight.

In the 2<sup>nd</sup> quarter of FY08, five Fire Code Enforcement Section inspectors hired in FY07 will be assigned to perform inspections of existing occupancies at the battalion level. Each inspector will be assigned to a single battalion thus enabling him/her to focus on the needs of a particular area rather than countywide needs. These five inspectors had been focused entirely on new construction to keep pace with demand.

Priority's Importance: This recommendation is important to the MCFRS' capability to deliver timely and appropriate emergency and non-emergency services to its customers. Presently, MCFRS has fire code enforcement personnel crisscrossing the County performing inspections. Fully establishing these positions across all battalions will allow for more efficient use of code enforcement personnel.

MCFRS Goal(s) Achieved: Implementation of this recommendation will help the MCFRS in achieving departmental Goal #3 pertaining to adequate personnel, apparatus, equipment, and facilities to effectively and efficiently deliver services.

**NOTE: Section II further describes these priorities and their implementation.**

## SECTION II

### IMPLEMENTATION OF HIGHEST PRIORITY MASTER PLAN RECOMMENDATIONS

#### **Priority #1. Implementation of *Apparatus Management Plan***

**MCFRS' #1 priority for FY08 is apparatus management.** Aged, high-mileage apparatus and inconsistent maintenance practices over the long-term have led to frequent breakdowns of frontline and reserve apparatus. While the problem affects all breeds of apparatus in the MCFRS fleet, aerial units, engines, and rescue squads have been plagued by the most frequent and debilitating vehicle performance and safety problems. Aerial units have been impacted greatest, to the point where it was difficult at times to meet the minimum daily requirement. While the *Apparatus Management Plan* addresses all aspects of apparatus maintenance, replacement, record-keeping, and other elements of fleet management, **Priority #1 of this Strategic Plan focuses on desperately-needed apparatus, maintenance facilities, and equipment that will address the most urgent apparatus-related problems facing the department.**

##### a. Apparatus Replacement/Purchase:

The *Apparatus Management Plan's* apparatus replacement schedule calls for purchase and delivery of the following units by the June 30, 2008 (end of FY08):

- 37 engines<sup>4</sup> (equipped with compressed-air foam systems - "CAFS")
- 17 EMS units – 15 replacement units, plus 2 new services (M359 and a flex unit)
- 9 aerial units
- 3 rescue squads
- 2 hazmat units

It is important to note that apparatus replacements are not one-time purchases. Apparatus must be replaced at regular intervals in accordance with the department's apparatus replacement plan, based largely upon NFPA guidelines.

##### b. MCFRS Maintenance Facilities:

It is envisioned that the proposed central maintenance facility would handle major repairs of apparatus and equipment and complex preventative maintenance. For this facility to best serve its customers, it should be located as close to the county's geographic center as

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<sup>4</sup> This purchase will result in the replacement of the department's entire frontline engine fleet.

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possible, so that no unit in need of repairs or servicing must travel across the entire width or length of the County to reach the facility. Two satellite maintenance shops, to be located elsewhere in the county, are also recommended in the *Apparatus Management Plan* but will be addressed in future editions of this Strategic Plan when they become high priorities. Satellite shops will handle minor repairs and all but the most complex preventative maintenance. At least one of the maintenance facilities (preferably the central facility) should contain adequate space for reserve, ready-reserve, and specialized apparatus. The chosen site for the central maintenance facility is in the industrial section of Rockville along Southlawn Lane. A 5-year lease is anticipated. MCFRS will have 70,000 sq. ft. of space to establish a full-service maintenance facility for its apparatus.

Until a central maintenance facility is established, MCFRS will continue using about one-quarter of its leased warehouse space to store a portion of the equipment and supplies that support the fleet management and maintenance function.

### c. Maintenance Staffing and Training Needs:

To keep pace with MCFRS fleet maintenance needs, contracted maintenance services that were in place during FY07 will be extended through FY08. The plan is to eventually transfer these services into fulltime County positions (preferably in FY09). In addition to vehicle maintenance, the contract services will be responsible for ambulance cot maintenance and the testing (actual testing or oversight of sub-contractors) of hose, ground ladders, aerial ladders, and pumps (i.e., those mounted on suppression apparatus, not portable pumps). The additional mechanics will make possible much needed extended hours of operation (i.e., double shifts per day or 24-hour operations) at existing maintenance shops having the highest workload.

All fleet management/maintenance staff will require continued training during FY08 to perform their duties effectively and efficiently.

### d. Parts Inventory:

As recommended in the *Apparatus Management Plan*, the MCFRS must maintain a parts inventory for apparatus fleet maintenance. Stocking and dispensing of parts will continue to be an integral component of a comprehensive and efficient apparatus maintenance program. During FY08, spare parts will be purchased for new breeds of apparatus to be delivered during the fiscal year.

### e. Other Fleet Maintenance Needs:

The MCFRS Fleet Maintenance Section will need to upgrade diagnostic tools and testing equipment. During FY08, software upgrades for these tools and equipment will be purchased, installed, and used.

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### f. Fuel Management System:

A MCFRS fuel management system must be established to record fuel as it is dispensed from fueling stations. A “fuel ring” system should be employed that automatically records the amount of fuel being dispensed as well as the unit’s mileage at time of refueling. This data will allow fleet management staff to track each unit’s fuel consumption and mileage, which can be used in determining frequency of fuel deliveries, fuel costs, and when units will require preventative maintenance based upon mileage.

### g. Class A and Class B Foam:

To implement the MCFRS Class A foam strategy, each of 37 new CAFS-equipped engines will carry 25 gallons of Class A foam concentrate in a dedicated Class A foam cell to supply the on-board CAFS system, plus 10 additional gallons in containers. A total of 1300 gallons of Class A foam concentrate, therefore, will be carried on frontline pumpers countywide. An additional 540 gallons will be maintained in storage at the MCFRS Warehouse.

To begin implementing the MCFRS Class B foam strategy, each MCFRS frontline engine will also carry 25 gallons of Class B foam concentrate. Countywide on-board Class B foam capability, therefore, will be 1300 gallons. An additional 540 gallons of Class B foam will be maintained in storage at the warehouse. The remainder of the Class B foam strategy will center around two foam attack units, each carrying approximately 500 gallons of Class B foam concentrate; however, these units are not funded in FY08.

## **Priority #2. Phase 2 of Four-Person Staffing on Frontline Engines, Aerial Units, and Rescue Squads**

**The second highest priority for FY08 is to implement the second phase of the staffing strategy to achieve four-person staffing on all frontline engines, aerial units, and rescue squads throughout the County.** Staffing of the fourth position can be achieved by career and/or volunteer personnel but must be maintained on a 24/7 basis.

Phase 2 calls for adding a fourth person (guaranteed 24/7 staffing) on the frontline engine at eight stations. Phase 2A (i.e., Engines 11, 161, 211 and 241) will be implemented in September 2007 (1<sup>st</sup> quarter FY08), and Phase 2B (i.e., Engines 61, 181, 191, and one other engine to be determined) will be implemented in June 2008 (4<sup>th</sup> quarter of FY08). One of the four personnel on most (or all) of these units will be a firefighter-paramedic or officer-level paramedic; therefore most (or all) of the eight engines will have the on-board capability to respond as ALS first-responder apparatus (AFRAs) in addition to providing suppression services. During FY08, fourth person staffing for four of the eight engines (i.e., those identified above under Phase 2A) will be funded primarily by federal SAFER Act grant moneys. Phase 2B will be funded by the County.

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### Priority #3. Relocation of Station 18

**Relocation of Station 18 is the third highest priority for FY08.** Station 18 must be relocated because of State Highway Administration (SHA) plans to create a grade separation at the Georgia Avenue/Randolph Road intersection that will require the property on which Station 18 stands. **The MCFRS must work closely with the Department of Public Works & Transportation during FY08 to advocate for a County Capital Improvements Program (CIP) project for a modified Class II fire-rescue station at the selected site<sup>5</sup> within the Glenmont area.** It is likely that an interim station will be required because the existing station will likely need to be demolished before the replacement station has been completed. During FY08, the Program of Requirements for the new station must be finalized and approved, and a station project must be added to the County's CIP in anticipation of the State moving ahead with right-of-way acquisition and demolition of existing Station 18 within the next 2-3 years. **During FY08, plans must be developed and funding secured to establish an interim station within the Glenmont area to address the anticipated period between demolition of the existing station (possibly in FY10 or FY11) and completion of the new station in FY12 (projected date).**

### Priority #4. Planning, Design, and Construction of Up-county Stations

**The fourth highest priority for FY08 is the planning, design, and construction of up-county Capital Improvements Program (CIP) projects, including the Germantown West and Germantown East fire stations to be completed in FY09 and the Travilah and Clarksburg stations to be completed in the FY10-11 timeframe.**

All four facilities were recommended in the *Station Location and Resource Allocation Study – Phase I* approved by the Fire and Rescue Commission in 1999, and adopted by the County Council in 2000 in the form of amendments to the existing *Fire, Rescue, and Emergency Medical Services Master Plan*. These facilities are imperative to the MCFRS meeting present and future fire, rescue, and EMS needs of residents and businesses in the fast-growing up-county areas of Germantown, Clarksburg, and the Traville/Travilah area.

### Priority #5. Recruitment and Diversity Plan

**The fifth priority for MCFRS in FY08 is to develop and implement a comprehensive plan for the recruitment of career and volunteer personnel that meets short- and long-term staffing needs of the department and ensures the work force reflects the diversity present within the county's current and future population.**

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<sup>5</sup> The selected site must be purchased from the Washington Metropolitan Area Transit Authority. The station will be located adjacent to WMATA's future Glenmont Parking Garage serving the Glenmont Metro Station.

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The plan must address staffing, infrastructure, and equipment needs of the MCFRS Recruitment Section, programmatic enhancements to meet departmental recruitment goals, and a recruiting approach that will increase diversity within candidate applications through marketing efforts and mentoring of applicants. Specifically, the Recruitment and Diversity Plan must address the following needs and concerns during FY08:

- Continued funding for existing recruitment initiatives, plus new funding of approximately \$250,000-\$500,000 for the media marketing campaign
- Expansion of Recruitment Section staff – Filling the manager and staff positions approved in the FY07 operating budget. [Completed]
- Expansion of Recruitment Section infrastructure - Additional office space, furniture, office equipment, and information technology equipment for new staff, and audio-visual equipment.
- Expansion and modification, as needed, of existing recruiting strategies in accordance with the program evaluation performed by the recruitment consultant in FY07
- Brainstorming and finalization of MCFRS image and brand identity to be used in recruiting, particularly in the media marketing campaign
- Finalization and implementation of a cohesive media marketing campaign, incorporating the chosen image/brand identity for the department

### **Priority #6. Fire Risk Reduction Program for Seniors**

**As the sixth priority, the MCFRS, in conjunction with Executive and Legislative branches of County Government must identify and implement measures to minimize fire risk involving the County's senior population and to reduce the alarming number of fire-related casualties (i.e., fatalities and injuries) involving senior citizens.**

The Senior Citizen Fire Safety Task Force, established in 2006 by the County Executive and County Fire Chief, has been addressing this issue before it was addressed within the Master Plan as an independent initiative.<sup>6</sup> The Task Force had the following objectives:

- Identifying strategies to reduce fire risk among senior citizens
- Identifying strategies to reduce fire casualties among senior citizens

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<sup>6</sup> The *Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*, adopted in 2005, had included fire safety for seniors as part of a larger risk reduction and injury prevention initiative addressed in Master Plan Recommendations #77 and #78.



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- Identifying needed changes to building and fire codes for new and existing structures that incorporate safety features addressing the needs of seniors
- Exploring the addition of a new “independent living” occupancy use group within national building codes/standards and model fire codes/standards
- Identifying off-the-shelf technologies that bridge the gap between new code-compliant residential occupancies and existing non-compliant residential occupancies
- Identifying demographic and community changes that impact the safety of seniors
- Identifying personal and community-based requirements and procedures that seniors and caregivers can practice to increase fire safety

As prescribed by Executive Order 103-06, the Senior Citizen Fire Safety Task Force is charged with completing its work and submitting a final report to the County Executive by May 2008. [Note: A first-year report (i.e., preliminary report) was completed and published in June 2007.] Once the final report has been approved, the MCFRS and its partner agencies must work diligently to implement the report’s recommendations. Due to the importance of this initiative, MCFRS has elevated it to high-priority status for FY08, with emphasis placed on establishing programs and processes to implement the Task Force’s recommendations.

### **Priority #7. Accreditation and ISO Rating Improvement**

**As the seventh priority in FY08, MCFRS must work diligently to maintain its departmental accreditation status awarded by the Commission on Fire Accreditation International (CFAI) in FY07, while simultaneously implementing steps to improve (i.e., reduce) the County’s ISO Public Protection Classification rating.** The two efforts go hand-in-hand, as accomplishing one plays a role in accomplishing the other. Both the MCFRS and its customers will benefit from improvement of the County’s ISO rating (i.e., lower insurance premiums should be the result for most property owners) and in having a CFAI-accredited department (which indicates efficiency, effectiveness, and excellence in service delivery).

The effort to achieve an improved ISO rating requires a major commitment from MCFRS to meet established standards set forth by ISO. With improvement to ISO ratings, property owners will generally benefit from reduced property insurance premiums as well as reductions in property losses due to fire.

Maintaining departmental accreditation status will involve satisfying annual requirements set forth by the CFAI, including submission of a report describing progress toward addressing the areas of needed improvement highlighted by the CFAI Peer Assessment Team (PAT) in their “Accreditation Report” dated April 27, 2007. For FY08, MCFRS must begin addressing recommendations presented in the report. While the report provided specific recommendations for each CFAI criterion and sub-criterion, the Peer Assessment Team (PAT) provided nine global recommendations on pages 10 and 11 under the heading “Strategic Recommendations.” These recommendations are

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summarized below, with similar recommendations merged for brevity and convenience. The PAT recommends that MCFRS:

- Analyze and upgrade the department's data management and storage system to match the complexities and demands of the organization.
- With regard to the department's service level goals/objectives:
  - Redefine current service level objectives presented in the MCFRS Standards of Coverage document submitted to the peer assessment team on May 4, 2007. [The CFAI PAT stated "there is little value to the continued improvement and/or representation of the agency's quality efforts with the utilization of service level objectives set below the 70<sup>th</sup> percentile. Although the agency is currently meeting the service level objectives, the representation and utilization of these objectives diminish the credibility of the organization."]
  - Develop a clear and well-defined plan to overcome the sizeable gap between the current service level objectives and the response time goals outlined in the Master Plan.
- With regard to call-processing and dispatching procedures:
  - Conduct an analysis to evaluate the effectiveness of current call processing procedures. [The PAT stated that it understood that EMD is State-mandated, but encouraged the department to evaluate alternative methods and pathways of how it utilizes EMD.]
  - Conduct a detailed feasibility study of the current tiered response for emergency medical calls. [The PAT stated that MCFRS might evaluate assigning all emergency medical calls the highest priority, thus eliminating the significant delay in EMD prior to dispatch. Improving the inconsistencies and delays in the dispatching process would provide the greatest gain with the lowest associated cost toward achieving desired response time goals.]
- Conduct a detailed analysis and/or study to measure patient outcomes from the two different service levels (i.e., deployment of EMT-Is and EMT-Ps interchangeably) to ensure the department's desired level of service is provided.
- Continue to collect, measure, and analyze performance measures in an effort to achieve stated service level goals/objectives.
- Update written policies and procedures for origin and cause investigations that are commensurate with accepted fire investigation standards. In addition, all policies

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and procedures relating to this performance indicator should be consolidated in a single location for the Fire and Explosives Investigation Section.

- Conduct training on how to properly value and record fire loss data. Also, develop a mechanism of quality assurance for fire loss valuation and the recording of fire loss data.

### **Priority #8. Additional EMS Units**

**As the eighth priority, MCFRS should deploy additional EMS units during FY08 at strategic locations** to address increased service demand, to better meet response time goals, and/or to relieve existing EMS units that have exceeded the Master Plan-recommended threshold level of 2500 calls/unit per year. [Justification for these units is provided in the Master Plan.] To achieve this level of EMS service, MCFRS should establish the following services:

- Ambulance service at Station 15 for as much of the day as possible while continuing 24/7 medic unit service. Both volunteer and career personnel could be used to staff Ambulance 158 whenever available.
- EMS “flex unit” (i.e., ambulance) in the Silver Spring area having guaranteed 12-hour/day staffing (i.e., 8 a.m. - 8 p.m.) to handle peak call volume in the area. The unit would likely be housed at Station 19 or Station 1.

### **Priority #9. Shady Grove and East County Fire Stations**

**The ninth priority for FY08 is to ensure the FY09-14 CIP includes a project for a six-bay fire-rescue station in the Shady Grove area, at or in the vicinity of Shady Grove Road and Route 355, and a project for an East County station in the vicinity of Columbia Pike (U.S. 29) and Tech Road.**

The Shady Grove Station's first-due area will include the Shady Grove area, northern Rockville including the King Farm, southern Gaithersburg, and western portions of Derwood. This station will fill a gap in 6-minute response time coverage (i.e., adopted response time goal for a first-responder unit and first-due engine) within the Shady Grove-King Farm area. This is a busy call load area, and the call volume will increase substantially as new high-density development surrounds the Shady Grove METRO Station (as called for in the approved Shady Grove Sector Plan), and the King Farm is built out. The Shady Grove station should include expanded living quarters, office space, and bay space to accommodate assigned firefighters, the Duty Operations Chief, an EMS Supervisor (position proposed in the Master Plan), Fire and Explosive Investigations staff, suppression apparatus, EMS unit(s), plus specialty units including several or all of the following: Bomb Squad, up-county hazmat unit, MCFRS Command Post unit,

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decontamination unit(s), air unit, proposed EMS bus, and any future specialty units that would serve the entire County from this central location. Ready-reserve apparatus should also be housed in this station if space is available.

The “East County” Station’s first-due area would include the Calverton area and the U.S. 29 corridor between existing Stations 12 and 15. This is an area having a moderate to high call volume, and the call volume is expected to increase as the area becomes fully developed with additional commercial and residential occupancies. Absent this station, six-minute response time for first-due EMS and fire suppression services cannot be achieved within much of the Calverton area, including the large Riderwood Village community located partially within Montgomery County. If this project is funded quickly, the possibility exists for the station to be included in the design of the new Washington Adventist Hospital (WAH) that has been proposed for a WAH-owned site on Plum Orchard Drive. If this were to occur, the station would be co-located with the hospital on the WAH property. The “East County” station should have four apparatus bays and accommodate up to 20 personnel, a frontline engine, one or more frontline EMS units, and reserve and/or ready-reserve apparatus.

### **Priority #10. Phases 4 and 6 of the Station Location and Resource Allocation Study**

**The tenth priority of this Strategic Plan is for the MCFRS Planning Section to complete phases 4 and 6 of the Station Location and Resource Allocation Study begun in 1998.** By completing Phases 4 and 6, portions of the County requiring new station facilities and/or additional major resources will have been studied with the exception of the Norbeck Road corridor (Phase 7). The purpose of the overall study is to identify present and future service needs of MCFRS’ customers and to recommend the optimal siting of new and/or relocated stations and the deployment of resources to meet anticipated service needs. The results of these studies will be used to justify anticipated requests for additional fire stations, personnel, apparatus, and equipment in future CIP and Operating budgets. Areas to be addressed in Phases 4 and 6 are identified below.

- Phase 4 - Northeast quadrant of County, including the Route 27, 124, and 108 corridors.
- Phase 6 - Western area of County, west of Stations 9, 22 (future Germantown West station), 30, 31, 33, and 35

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### **Priority #11. Enhancements to Wellness-Fitness and Training Programs**

The eleventh priority in FY08 is to improve the MCFRS Wellness-Fitness and Training programs through the following enhancements:

- **Implement Wellness-Fitness Initiative negotiated with IAFF Local 1664**

The Wellness-Fitness Initiative will include enhancements to the rehabilitation of injured firefighters as well as a nutrition program for firefighters.

- **Implement Command Competencies Development & Evaluation Program**

The program will utilize the Command Development and Training Center located at the Public Safety Training Academy upon its completion in FY08.

### **Priority 12. Facility Maintenance**

During FY08, **MCFRS must continue the facility maintenance program initiated during FY07.** Funding in the amount of \$410,000 had been appropriated by the County Council in FY07 to fund facility maintenance, and the same amount has been appropriated for the program for FY08. The program will continue to target fire code issues and safety-related concerns within fire-rescue facilities that were found as a result of independent inspections conducted by the Fire Code Enforcement Section and the MCFRS Safety Office. The countywide list of code/safety issues is extensive due to the backlog of maintenance problems that have accrued. FY08 funding will make possible continued repair, upgrading, or replacement of systems and equipment that no longer function properly or have become obsolete and/or pose safety hazards.

Code-related issues found at some of the stations include those pertaining to non-compliant fire alarms, smoke alarms, sprinkler systems, and kitchen hood systems/vents. Safety issues include those involving detectors (smoke, heat, carbon monoxide), fire alarms, exits, emergency lighting, sprinklers, kitchen hood systems, HVAC/exhaust systems, electrical systems, overhead doors, hazardous materials storage, fuel shut-offs, and other non-operable or malfunctioning equipment. At many stations, certain issues were common to both inspections.

In FY08, LFRD Presidents and career Station Commanders will, again, work together on the submission of a request form for each station requesting funding for the remediation of specific issues noted in those fire code and safety inspections. These request forms specify the equipment or system(s) requiring maintenance, repair, or replacement as well as associated costs. Requests will be approved by the Fire Chief in order of priority.

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### **Priority #13. Water Supply and Foam Strategies**

**As the thirteenth priority in FY08, MCFRS must continue implementing remaining recommendations of the 2000 Water Supply Study (see below) as well as Class A (foam for use on ordinary combustibles) and Class B (foam for use on flammable liquid fires) foam strategies.** Water supply improvements and use of Class A and B foams will result in greater firefighting efficiency, improved safety, less property damage, and improved service delivery. These fire suppression enhancements should also help the County in achieving an improved (i.e., reduced) ISO rating (see Priority #7 above).

- Retrofit non-sprinklered high-rise residential buildings
- Replace frontline engines/engine-tankers with compressed-air foam system (CAFS)-equipped pumpers. [Note: CAFS have been included in the specification for 37 new engines placed on order in FY07].
- Deploy Class B foam attack capability with department-wide inventory of approximately 2000 gallons of foam concentrate, and various turrets, eductors, and nozzles
- Standardize hose appliances on all engines and engine-tankers
- Achieve full complement of equipment on all reserve pumpers
- Establish additional ISO-certified drafting points
- Expand installation and use of dry hydrants
- Tactical use of dry vertical standpipes along limited-access highways (presuming that standpipes are installed by the State Highway Administration)
- Coordinate maintenance of standpipe connections through [interstate] highway sound barriers

### **Priority #14. Implementation of Recommendations from the 2001 Aerial Unit and 2004 Rescue Squad Studies**

**Continued implementation of recommendations of the 2001 Aerial Unit Study and 2004 Rescue Squad Study is the fourteenth priority for FY08.** These improvements will result in greater firefighting and rescue efficiency, improved firefighter safety, less damage to property, and improved service delivery. These operational enhancements should also help the County to achieve a reduced ISO rating (see Priority #7). The yet-to-be-achieved recommendations from the two studies are presented below.

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- Achieve an aerial unit fleet having a 2 to 1 ratio of tower ladders to tractor-drawn aerials. [Note: This is a new strategy based on a reassessment of countywide needs. The Master Plan, approved in 2005, had recommended an equal percentage of tower ladders and tractor-drawn aerials.]
- Implement the six heavy-rescue squad deployment strategy, with Rescue Squads housed at Stations 3, 15, 17, 29 and Rescue Companies 1 and 2 serving as the six heavy-rescue squads
- Establish an extrication-capable unit at Sandy Spring Station 40.<sup>7</sup> [Note: This is a slightly different strategy than that appearing in the Rescue Squad Study which recommended an extrication-capable unit (i.e., rescue engine) at Sandy Spring Station 4. Considering the recent establishment of aerial service at Station 40 and future access to the ICC from Georgia Avenue, Station 40 becomes a better location from which to establish an extrication capability in the Olney-Sandy Spring area.]
- Implement new training requirements (i.e., Rescue Technician Site Operations and Vehicle & Machinery Rescue Course taught at the FRTA) for personnel comprising minimum staffing on rescue squads

### **Priority #15. Battalion-Based Resources**

During FY08, MCFRS will initiate the process of establishing battalion-based resources to improve effectiveness and efficiency of its operations/services through strategic deployment of specialized staff and apparatus, improved supervision, and increased quality assurance oversight.

In the 2<sup>nd</sup> quarter of FY08, five Fire Code Enforcement Section inspectors hired in FY07 will be assigned to perform inspections of existing occupancies at the battalion level. Each inspector will be assigned to a single battalion, thus enabling him/her to become familiar with and to focus upon the needs of a particular area. These five inspectors had previously been focused entirely on new construction to keep pace with demand related to strong growth in the up-county. The Fire Code Enforcement Section will also hire nine new positions in FY08 which will, in part, result in freeing up those hired in FY07 to inspect existing occupancies solely.

During FY08, the five battalion-based inspectors will have offices in Rockville along side the remainder of the Fire Code Enforcement Section. In future fiscal years, each battalion-based inspector will be physically located within their assigned battalion once

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<sup>7</sup> Other extrication-capable units recommended in the Rescue Squad Study are presently in service, including Trucks 2, 10, 12 and 31 and Rescue Engines 92, 132, and 143.

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office space becomes available within fire stations (e.g., new stations), other MCFRS work sites, and/or other County facilities.

[Note: Continued implementation of battalion-based resources will be addressed in the FY09 Strategic Plan, expanding into emergency operational areas.]